MINUTES of the Management Committee Meeting held on 26th May 2026
Location – 65 Golspie Street, Govan, Glasgow, G51 3AX

Item	Agenda Item			
1.0	**Apologies**			
	Committee present Maureen McDonald Melanie Gilmour Tomasz Sawczuk Stewart Brown Rose Andrew Lorna Duffy (co-opted at meeting) Karen Donaldson (co-opted at meeting) Paul Welsh (co-opted at meeting) Mark Wilson (co-opted at meeting) Ian McLean (co-opted at meeting)	**In Attendance** Gary Dalziel (CEO) Helen Sutherland (DFIT) Aidan McGuinness (DHC) Julie-Ann Cloherty (CGM – minutes) Tommy Bates (AAB – item 6.4 only)	**Apologies** Eileen McCallum Cameron Greig Sofie Rytz	**Special Leave**
2.0	**Declaration of Interest**			
None				

<table>
<tr><td>3.0</td><td colspan="3">Minutes for Approval</td></tr>
<tr><td>3.1</td><td>Minutes of Previous Management Committee Meeting held on Tuesday 28th April 2026</td><td>The Minutes were agreed as a true record of the meeting.

Proposed: Melanie Gilmour
Seconded: Stewart Brown</td><td>Signed by Chairperson:

Signed By CEO:</td></tr>
<tr><td>3.2</td><td>Matters Arising</td><td colspan="2">The CEO gave a brief update on the H&S issue that was discussed at the previous meeting and advised Committee that the mural to celebrate the 50th Anniversary is nearing completion.</td></tr>
<tr><td>4.0</td><td colspan="3">Governance</td></tr>
<tr><td>4.1</td><td>Notifiable Event</td><td colspan="2">Standing Item – update given in Governance report</td></tr>
<tr><td>4.2</td><td>Governance Report</td><td colspan="2">With the Committees permission, the first item of this report was moved to the start of the meeting, at which point the potential co-optees were asked to leave the room.

The CEO outlined to the Committee members present that the 5 individuals invited to the meeting tonight are still interested in becoming members of the Committee and gave a brief overview of the process of recruitment that they had all been through, and the current and proposed composition of the Committee, before asking Committee to consider co-option for all 5 individuals. One CM queried on the rules for voting given the apologies received and it was confirmed that we have enough eligible members to take the decision this evening.

The Committee approved the co-options of the five individuals wishing to join our Management Committee
Proposer: Stewart Brown Seconder: Tomasz Sawczuk

The co-options were invited back into the meeting and welcomed on to the Management Committee.

The CEO returned to the Governance Report following the Auditor update at 6.4. He advised that the previously reported notifiable event on the name change for auditors was now closed by the Scottish Housing Regulator.</td></tr>
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		The Management Committee **noted** the closure of the notifiable event with regards to the trading name change of our external auditors The CEO revisited the co-option report and advised the newly approved co-optees of the opportunity for some to become casual vacancies and the requirement to become a member of the association to seek election to the Management Committee at AGM in September. If new members wished to do so before next meeting, they should speak to CGM. The CEO then went on to discuss the merits of arranging an Away Day for Management Committee given the large new intake and turnover in members, he sought views on when during summer would suit best. Committee members were supportive of the idea, but one CM highlighted that school holidays may be difficult. Initial feedback from Committee was that late July would suit best, and the CEO advised that the CGM would send round a poll to establish most favourable date.
4.3	Five Year Financial Projections	The DFIT introduced this report and advised that, with approval, they would be submitting this to the SHR by the end of May. They explained that the budget for 26/27 provides the starting point for this analysis and highlighted to the Management Committee some updates that have been made to the budget, correcting an error in NI and reflected the delays in the new build project. They then went on to highlight the impact of the new finance and loan repayments in the analysis; the economic assumptions that have been made in terms of inflation for various aspects of the association's outgoings and the inclusion of the pension deficit costs. The DFIT was keen to highlight the projected spend for major repairs and how this should settle down following a £3m spend to catch up on works postponed in recent years. They advised Committee how the covenant compliance is calculated and confirmed that the association is meeting all its covenants comfortably. They then outlined how the ratios are calculated and highlighted some differences in SHR calculations and concluded by giving

		Committee an overview of how the association compares the national median and advising that there are no areas of concern to highlight. A CM asked the DFIT whether they have conducted any sensitivity analysis alongside this exercise, and the DFIT confirmed that the model allows for 3 scenarios and they have presented the most realistic of those, but that when the 30 year plan is brought back to Committee for approval, it will cover a wider variety of scenarios and have scope to identify potential issues in the longer term for Committee to consider. The Management Committee **approved** the Five-Year Financial Projections for submission to the SHR. **Proposed by**: Tomasz Sawczuk **Seconded by**: Stewart Brown
4.4	Annual Return on the Charter	The CEO introduced the presentation on the Annual Return on the Charter, and outlined the purpose of this regulatory return, the key statistics it gathers; the preparation and approach the organisation has taken to the exercise and the validation the numbers have undergone, highlighting that the figures in front of Committee have already been through a desktop validation with Scotland's Housing Network (SHN). In discussing the figures more fully, the CEO first highlighted that the tenant satisfaction data will be the same as last year as it is drawn from our 3 yearly exercise that last took place in April 2025. They went on to explain that there had been a positive and significant decrease in staff sickness absence, but that staff turnover remained on the higher side around 30% albeit this factors in temporary members of staff who were with the association in the year so the figure is somewhat distorted, but that recruitment is now largely complete following several staff changes where colleagues had moved on to other or promoted posts. On SHQS, there was an in-depth explanation of the difficulties in capturing and maintaining these figures given the age of some of the organisation's stock. A CM did ask what percentage of our stock could achieve compliance and the CEO advised that this could be 100% but that

		there are other considerations such as costs and financial viability that must be taken into account, but realistically over 99% of our stock has potential to be compliant over time. The CEO then outlined the position on reactive repairs, highlighting that we have completed approximately 600 emergency repairs in an average time of 1 hour 38 minutes or 1.62 on the stats; on non-emergency repairs or which there are approximately 3,500, our average response is 4.46 days. They then explained what Right First Time means and explained that the figure had dropped this year but is comparable with last year. On satisfaction with repairs survey, they highlighted a drop to 76% and acknowledged that this was quite low, however on repairs overall they highlighted that it is a very new team and that a drop this year might not be unexpected. A CM questioned the return of repairs surveys, and it was confirmed that this was around 10% of repairs completed so a relatively small sample size to assess on and often those returned are from tenants more dissatisfied. The CEO them explained the circumstances around the gas failure and the issues that caused the EICR failures. The CEO summarised the complaints figures and highlighted the reduction in ASB and explained that this can be accounted for due to a change in categorisation of nuisance complaints. On voids, an overview was given of properties for let and the downward trend in available properties highlighted; in terms of re-let days the CEO explained how days can be mitigated and acknowledged increasing days was an upward trend but that this would be a priority for the new Asset Manager. A CM queried the length of time from void works completion to re-let and the DHC advised that this was around 4 days. The CEO advised that final revisions were taking place on void figures which may change slightly and therefore slightly changes rent collected and explained that a further deep analysis of these figures will be presented to Committee by SHN on their Annual Performance Analysis Visit. The CEO sought approval for submission of the ARC, subject to small revisions by staff in coming days. The Committee **approved** the submission of the Annual Return on the Charter, subject to further minor non-material ammendments. **Proposed by** : Lorna Duffy **Seconded by**: Melanie Gilmour

4.5	Ongoing Assurance Process	The CGM introduced their report on the Ongoing Assurance Process, and explained that following approval of the timetable for review at last month's meeting, the first three items have been reviewed and evidence added to the report, although they recognise that Committee Members may not be able to follow links in PDF but they will provide a word format and all linked documents are in the resource library in Committee Sharepoint. For each of the three items, the CGM highlighted the assurance that Committee must have, the evidence that is in place and the questions from the SFHA self-assurance toolkit that Committee Members must consider when deciding on whether they are sufficiently assured on each item. The CGM also advised that where improvements have been identified, these will be addressed in the following 18-month cycle. The CGM also discussed the outstanding items from the previous three yearly cycle and action plan, highlighting that of the 60 items identified, around 9 are still not complete, although some are in various stages of progression. They explained that some items are more substantial than others but that they would be seeking approval to keep them on there at the moment and include their progress in this report, although they do not anticipate them being on the report much longer as items progress. The CGM sought approval for the new evidence gathered as providing assurance and continuation of the prior action plan. Committee **approved** the evidence gathered and presented as providing sufficient assurance on the requirements covered. Committee **approved** the approach suggested to continue towards completion of the 2023-2026 action plan **Proposed by**: Tomasz Sawczuk **Seconded by**: Melanie Gilmour
5.0	**Health & Safety**	
5.1		The CEO advised that the DA was unable to attend this evening but that there is nothing to report on this item.

6.0	**Reports for Decision / Approval**	
6.1	Entitlements, Payments and Benefits Policy	The CGM introduced the reviewed Entitlements, Payment and Benefits Policy; explaining the purpose of the policy and that is derived from a model policy by SFHA which was recently updated and has prompted this review. The CGM outlined the most pertinent changes including clarification around board members becoming staff and staff becoming board members; a new section on giving tenancies to one of our people or a close connection of our people; and some small increases in the monetary values that were permitted in the previous policy. The CGM also directed attention to the policy review summary which captures the changes in the policy for Committee. The CEO also reiterated the importance of all Committee Members being familiar with this policy and updating the staff on anything that may be relevant to it. The CGM sought approval for the updated policy. Committee **approved** the updated Entitlements, Payments and Benefits Policy **Proposed by:** Stewart Brown **Seconded by:** Rose Andrew
6.2	Tenant Engagement Strategy	The DHC introduced the proposed changes in the Tenant Engagement Strategy, explaining how we move to a service design model, prioritise digitalisation and introduced several discussion points around this. They outlined the two ways we engage with tenants; both individually and collectively and that the feedback and trend seems to be a move away from collective engagement, therefore we must focus efforts on individual engagement and how we ensure tenants get information that they need and know about services that will impact on them. The DHC further explained how the new business plan will influence this strategy, what the key deliverables would look like and how a draft action plan would be created to implement this. There was discussion following questions from CM's on if and how we can incentivise tenants to participate and how we reach tenants that are new to the area. The CEO advised that whilst can incentivise and gave the example of the raffle at AGM, it is unclear how effective this practice is.

		Committee **approved** the proposed changes to the Tenant Engagement Strategy **Proposed by:** Rose Andrew **Seconded by:** Stewart Brown
6.3	Management Accounts	The DFIT introduced the Management Accounts which have already been to the Finance and Audit Sub-Committee for approval. The DFIT gave an overview of the variances that have been noted in the accounts; drawing attention to increased funding received in wider role grants, the underspend on operating costs, but higher spend on salaries due to pension spend, and variance where some spends that occurred in 24/25 have been paid out in 25/26. On the Statement of Financial Positions, the DFIT highlighted the biggest movement being in the fixed asset register due to an increase in properties through acquisitions and Nimmo Drive development. The cash in bank position has also increased from £5.9m to £6.3m and the Allia loan has moved into current liabilities from long term creditors. On covenants, the DFIT reported that the interest loan covenants are being met comfortably, being at 485% where required is 110%, and the gearing covenant at 12% which is below the maximum allowed of 35%. An overview of KPIs was given to Committee, advising that these have mirrored as far as possible the KPIs in the 5-year financial projections. Committee **approved** the Management Accounts for the 12 months to 31 March 2026. **Proposed by**: Tomas Sawczuk **Seconded by:** Stewart Brown
6.4	Audit Plan	*With Committee agreement, this item was moved to start of meeting, following co-options.* The DFIT introduced the Audit Planning Report included in papers, outlining the purpose of the report and welcomed Tommy Bates (TB), Partner at AAB to the meeting to outline this in more detail to the Committee.

		TB delivered a comprehensive overview of the Audit Plan to the Committee and highlighted: their responsibilities as auditors; the limitations of what they are able to do within the exercise; how they will assess the organisation as a going concern; the timeline they will be working to and personnel that will be involved; the definition of materiality and triviality that AAB will adhere to in their work; an overview of the key risks that they will consider; how they will assess covenant compliance; fees and stages of the process as well the technical updates that will impact the process. A CM asked if there was a final date for the report back and the DFIT advised that this usually takes place at the August meeting. *The Committee thanked TB and he left the meeting at this point.* There was a further question from a CM on the organisations obligations to report on sustainability, and the DFIT advised that we don't have the produce ESG reporting due to the size of the organisation falling below the requirement for reporting. Committee **noted** the contents of the Audit Plan.
7.0	**Reports for Discussion / Information**	
7.1	Year End Registers	The CGM introduced the report, explained where the registers link back to policies and that they are presented to the Committee at the end of the year for noting; highlighting that the decision and notifiable events will already be familiar to Committee as have been discussed in

		meetings already. A CM queried a notifiable event that has recently been discussed not being on the register but was advised that this would be on the current 2026-27 register instead. The CEO flagged an item on one of the registers and reminded Committee the contents of that entry are highly confidential and must not be discussed out with Committee meetings. Committee **noted** the contents of the Year End Registers.
7.2	Q4 Complaints Report	The CGM introduced this report and drew attention in their report to the further Stage 3 from SPSO that had been received and advised that the SPSO was satisfied with the organisation's response in this instance. The CGM highlighted that the Stage 1 response time was under the 5-day target for this quarter which was a positive development, and Stage 2 response time also under 20-day target, however there were a few to be closed by quarter end which may change the final figure. Repairs and maintenance continue to account for most Stage 1 complaints, which is consistent with the fact that around 70% of office footfall relates to repairs and maintenance. Stage 2 complaints are more evenly distributed across the organisation, indicating that there is no single area of concern. The CGM explained to the Committee that there had been an internal audit on complaints management which had been reported to the Finance and Audit Sub-Committee and following the recommendations in that, they will be working on project to improve the complaints journey for tenants and customers. Committee **noted** the contents of the Q4 Complaints Report.

7.3	Q4 Information Commissioner Return	The CGM introduced the report and explained to Committee the obligation to make the return to the Commissioner. They highlighted to Committee that in this quarter, we did have an FOI review and explained the context of the request and the outcome. In delivering an overview of the types of information requests dealt with this quarter, the CGM highlighted that 3 of the 4 Subject Access Requests received also had a concurrent Stage 2 complaint being dealt with, and that whilst the return doesn't show this explicitly, the organisation did have to engage the permitted extensions for 2 of the returns due to the volume of work required in providing the information. Committee **noted** the contents of the Q4 Information Commissioner Return.
8.0	**CEO Report**	
8.1	CEO Report	The CEO introduced his report and gave an update on the progress at the Nimmo Drive development Redacted - CONFIDENTIAL Committee **noted** the progress with the Nimmo Drive development. Redacted - CONFIDENTIAL The CEO gave the Committee a brief update on the Staff Away Day that took place in late April, advising that staff on the whole seemed to enjoy the day and the work in the morning provided some useful feedback on priorities for the staff, including how we work on internal communications. Committee **noted** the Away Day feedback. On staffing matters, the CEO gave Committee an overview of the changes taking place in the Corporate team and asked Committee to consider internal recruitment exercises in the first instance, as is permitted in the policy, explaining the reasoning for this request and the opportunity it would allow for development of existing staff. Committee members asked

		several questions about the wording of the policy and costs implications for recruitment of temporary staff. Following discussion, the CEO asked for approval. Committee **approved** utilising an internal recruitment process initially for both the Corporate Services Assistant and part-time Corporate Services Administrator vacancies in line with section 6.1 of our Recruitment and Selection Policy **Proposed by:** Melanie Gilmour **Seconded by:** Karen Donaldson The CEO then advised Committee that their appraisal had taken place the previous week and a short report would be provided at June's meeting. Committee **noted** the date of the CEO appraisal and that feedback will be provided in due course.
9.0	**Training**	
9.2	Upcoming events	The CGM drew the Committee attention to a paper on Sharepoint that outlines a number of conferences and events that are coming up and advised Committee if interested, to contact the Corporate Services team to get booked on. The CEO also reiterated that all Committee and Staff are encouraged to attend external events in order to learn and develop.
10.0	**A.O.C.B.**	
		The CEO reminded new Committee members of the opportunity to join Sub-Committees to learn more on specific areas of the business.
11.0	**Date of Next Meeting**	
11.1	Date of Next Meeting	The date of the next meeting is Tuesday 30th June 2026.

Approvals

Item No	Agenda Item	Proposed (P) & Seconded (S) by	Lead Officer
4.2	The Committee approved the appointment of the five co-options: Karen Donaldson, Paul Welsh, Mark Wilson, Ian McLean, Lorna Duffy	**Proposed: Stewart Brown** **Seconded: Tomasz Sawczuk**	CEO
3.1	The Committee approved the minutes of the meeting of the Management Committee on 28th April	**Proposed: Melanie Gilmour** **Seconded: Stewart Brown**	CEO
4.3	The Committee approved the Five Year Financial Projections for submission to the SHR	**Proposed: Tomasz Sawczuk** **Seconded: Stewart Brown**	DFIT
4.4	The Committee approved the submission of the Annual Return on the Charter as presented and with revisions by staff.	**Proposed: Lorna Duffy** **Seconded: Melanie Gilmour**	CEO
4.5	The Committee approved the evidence gathered and presented as providing sufficient assurance on the requirements covered. The Committee approved the approach suggested to continue towards completion of the 2023-2026 action plan	**Proposed: Tomasz Sawczuk** **Seconded: Melanie Gilmour**	CGM
6.1	The Committee approved the updated Entitlements, Payments and Benefits Policy	**Proposed: Stewart Brown** **Seconded: Rose Andrew**	CGM
6.2	The Committee approved the proposed changes to the Tenant Engagement Strategy	**Proposed: Rose Andrew** **Seconded: Stewart Brown**	DHC

6.3	The Committee approved the Management Accounts for the 12 months to 31 March 2026.	**Proposed: Tomasz Sawczuk** **Seconded: Stewart Brown**	DFIT
8.1	The Committee approved utilising an internal recruitment process initially for both the Corporate Services Assistant and part time Corporate Services Administrator vacancies in line with section 6.1 of our Recruitment and Selection Policy.	**Proposed: Melanie Gilmour** **Seconded: Karen Donaldson**	CEO

Additional Actions from Meeting

Item No	Agenda Item	Action Required	Lead Officer / Date to be Actioned by
3.1	Minutes of Management Committee	Submit minutes for redaction	CGM
4.2	Governance Report	Update SHR portal and website with co-optee details	CGM
4.3	Five Year Financial Projections	Submit to SHR Portal by 31st May	DFIT
4.4	Annual Return on the Charter	Submit to SHR Portal by 31st May	CEO
6.1	Entitlements, Payments and Benefits Strategy	Update in Policy Library and on website	CGM
6.2	Tenant Engagement Strategy	Publish update to Tenant Engagement Strategy	CGM
8.1	CEO Report	Add pensions to the Risk Register	DFIT